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| **Completed by:** | **Date:** |

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| **INTERNAL ISSUES** | **Strengths** | **Weaknesses (negative risks)** |
| * Business Capabilities (Abilities of Equipment & Personnel) * Business Continuity (Adequate plans in place) * Company Culture (Consistent with the values of employees sought, reflected in behavior) * Company Innovation (New products / Services) * Company Reputation (Positive market perception) * Employees (Experienced, Knowledge, Skills & Abilities) * Employees (Retention / Low Turn-over) * Employees (Advancement opportunities) * Employees (Consistency / reliability) * Equipment (State of the Art) * Financial Resources (Positive Cash flow, Revenue streams, Investments) * Financial Resources (Cash Reserves, Assets / Property) * Financial Resources (Low Debt-to-Equity Ratio) * Geographic Location (Convenient for customers & Shipping) * Geographic Location (Optimal for supply chain deliveries) * Geographic Location (Minimal adverse seasonal / weather influences) * Growth potential (Positioned for future growth) * Infrastructure (Communications, IT) * Intellectual property (Patents, Copyrights, and Trademarks) * Market Differentiators (USP's - unique selling points, Price, Value, Quality) * Market Position (Clear & Advantageous, Market Awareness) * Marketing Plan Comprehensive and implemented) * Management (Coverage, Succession planning) * Management (Expertise / Knowledge / Abilities / Effectiveness) * Management (Excellent problem solving / Rarely address the same issues) * Management (KPIs identified, monitored & managed) * On-Time Delivery (e.g., ≥ 4.6 Sigma – which is ≥ 99.90%) * Process Quality (Standardized Work Instructions / Procedures) * Process Yield (e.g., ≥ 4.6 Sigma – which is ≥ 99.90%) * Product Distribution (Distributors, Retail Outlets) * Product Support (Authorized Service Centers / Technical Support) * Quality (Quality system and/or product certifications) * Supplier Management (Excellent Supplier Quality & OTD) * Supplier Relationships (Suppliers compete for our business) | * Business Continuity (Nonexistent or inadequate plans in place) * Company Culture (Inconsistent with the values of employees sought) * Company Innovation (Lack of new products / Services) * Company Reputation (Negative market perception) * Employee Competence (Lack of Knowledge, Skills & Abilities) * Employees (Lack of Retention / High Turn-over due to Lack of advancement opportunities) * Employees (Inconsistency / lack of reliability) * Equipment (Aging or Obsolete) * Financial Resources (Negative Cash flow, Revenue streams, Investments) * Financial Resources (Debts, Obligations) * Financial Resources (High Debt-to-Equity Ratio) * Gaps in capabilities (e.g., Technological, Expertise, Skill levels) * Geographic Location (Inconvenient for customers & Shipping) * Geographic Location (Problematic for supply chain deliveries, Regular adverse seasonal / weather influences) * Growth potential (Not positioned for future growth) * Infrastructure (Poor communication systems, Aging equipment, Inadequate IT) * Intellectual property (Lack of Patents, Copyrights, and Trademarks) * Market Differentiators (Lack of USP's [Unique Selling Points], Poor Price, Value, Quality) * Market Position Ambiguous and/or Disadvantageous) * Marketing Plan (Nonexistent or inadequate) * Management (Lack of Coverage and/or Succession planning) * Management (Lack of Expertise / Knowledge / Abilities / Effectiveness) * Management (Poor problem solving / Repeatedly address the same issues) * Management (KPIs not clearly identified, monitored or managed) * On-Time Delivery (e.g., < 4.6 Sigma – less than 99.90%) * Process Quality (Lack of Standardized Work Instructions / Procedures) * Process Yield (e.g., < 4.6 Sigma – less than 99.90%) * Product Distribution (Lack of adequate Distributors, Retail Outlets) * Product Support (Lack of Authorized Service Centers / Technical Support) * Quality (Lack of Quality system and/or product certifications) * Supplier Management Inconsistent/Poor Supplier Quality & OTD) * Supplier Relationships (Suppliers find us difficult - Don't want our business) |
| **EXTERNAL ISSUES** | **Opportunities (positive risks)** | **Threats (negative risks)** |
| * Business Relationships (New Partners, Suppliers and/or Distributors) * Competitor Vulnerabilities (Product Recalls, Poor Reputation) * Economy (Positive trends in area / market) * Economy (competitors impacted by difficulty in obtaining credit / loans) * Employees (Influx of available skilled employees to area) * Employees (Competitors laying off skilled employees) * Employees (Competitors hampered by Employee Union restrictions) * Geographic Location (Competitors have no presence in key customer areas) * Government (Decreased Fees, Licensing requirements, Regulations) * Intellectual property (Competitor Patents, Copyrights expiring) * Legislation (Minimum Wage Laws impacting competitors’ business models) * Market Trends (Increased number of RFQs - Requests for Quote) * Market Trends (Increasing market demand) * Market Trends (Emerging markets - geographical, vertical and/or horizontal) * Market Trends (Target market shifting) * Political Issues (Trade Barriers removed) * Technology (New developments and innovations) | * Business Relationships (Partners, Suppliers and/or Distributors in Jeopardy) * Competitor Advantages (Superior quality, lower cost, better OTD) * Economy (Negative trends in area / market) * Economy (Business could be impacted by difficulty in obtaining credit / loans) * Employees (Lack of available skilled employees in area) * Employees (Competitors hiring majority of available skilled employees) * Employees (Hampered by existing or potential Employee Union restrictions) * Geographic Location (Regular adverse seasonal / weather influences) * Government (Increases in Fees, Licensing requirements, Regulations) * Legislation (Minimum Wage Laws impacting business model) * Market Trends (Increased competition) * Market Trends (Decreasing market demand) * Market Trends (Emerging markets - geographical, vertical and/or horizontal) * Market Trends (Target market shifting) * Political Issues (Trade Barriers) * Technology (New developments and innovations) |